

Georgia's Procurement Transformation Initiative

Department of Administrative Services
State Purchasing Division



The State of Georgia - Spend Management Analytics

Kelly Loll Director, Knowledge Center



SPD Knowledge Center

STRATEGIC SUPPORT

Strategic Support



Purpose

- Provide holistic data solutions to the State Purchasing Division by effectively leveraging Data Management Best Practices
- To address unique strategic requirements utilizing customized solutions to support specific needs and to ensure that sourcing teams are wellequipped to meet their objectives throughout the 7-Stages process

Goals

- Accelerate and improve savings benefits
- Enhanced focus on strategic issues
- Ensure quality assurance is upheld at the highest standards
- Realignment of resources to focus on other strategic opportunities
- Reduce sourcing cycle times by utilizing customized solutions to match specific category requirements

Specific Activities

- Database structuring and complex reporting enables others to more efficiently manipulate and analyze large volumes of data
- Provide Spend Management Analytic tools , including spend cube, reports and applications
- Data requests, collection and manipulation (creation, compilation and analysis)
- Market and vendor research
- Spend analysis
 - Develop baselines
 - Bid Sheet compilation
 - Bid analysis
 - Recommendations on sourcing strategies
 - Negotiations and implementation analysis
- Category profiles
- Savings tracking and validation
- Process development and improvement
- Contract compliance

State of Georgia has become one of the Best Managed States, with an extremely efficient and effective procurement organization. Georgia

Capacity Improvements

Organization:

State Purchasing is realigned by category clusters

Skills & Training:

 State of Georgia Procurement Certification Program

Process

New procurement techniques and policies

Technology

Implementation of eTools

Spend Management

Tools, reports and applications

Benefits

- More collaborative environment
- Millions in annualized savings
- Expanded audit capabilities
- Negotiations for both service and price
- Expanded opportunities for training
- Effective vendor management
- Easier and better access to statewide contracts
- Process time reduced with eRFx
- State Purchasing becoming selffunded
- Spend management analytics





Georgia Spend Management Project

Presentation to NASPO

Agenda

Spend Management Analytics Project



- Procurement Transformation Technology
- Georgia's Need for Spend Management
- Overview Spend Management and Tools
- Project Summary
- Applications and Reporting
- Spend Manual
- Spend Cube How To and Why
- Spend Project Marketing
- More Information



World Class Procurement for the State of Georgia



Procurement Transformation Initiative Goal

Problems	Response
----------	----------

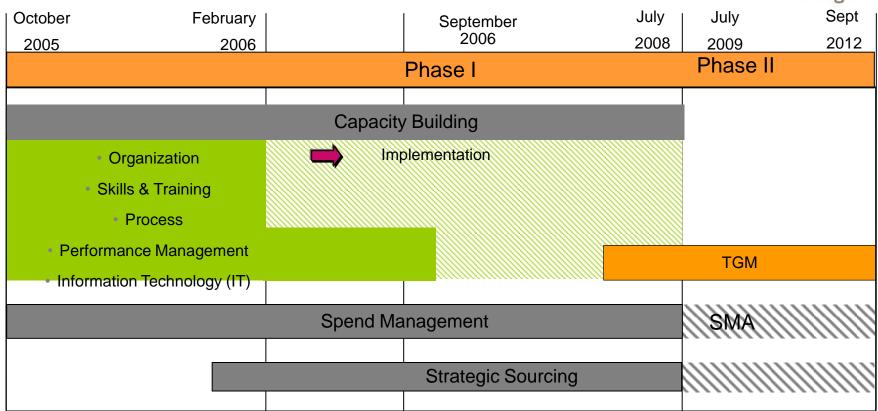
- Lacked compelling mission and strategy
- Gaps in skills, training and incentives
- Significantly underdeveloped performance management practices
- Lacked good procurement data
- Transactional, fragmented procurement systems
- Missing best-practice procurement tools

- Established a center-led procurement organization
- Increased staff capacity and strengthened competencies
- Implemented comprehensive performance improvement/risk mitigation program
- Undertook necessary legislative changes
- Upgraded core procurement processes
- Implemented cutting-edge procurement technology

Current State Overview

Georgia's Procurement Transformation





The transformation is a multi-phase initiative to achieve considerable savings from process improvement and strategic sourcing efforts.

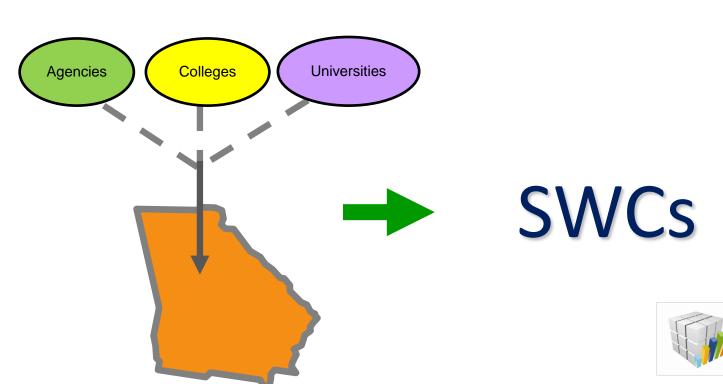
management analytics

Role of Strategic Sourcing in Procurement

Overview of Spend Management



- State of Georgia's Transformational Goal
 - Leverage the purchasing power of state entities to create quality SWCs
 - Quality= SWCs with spend optimization and increased service levels
 - Key method to reaching goal is strategic sourcing



management

Role of Strategic Sourcing in Procurement

Overview of Spend Management

Strategic Sourcing



- A fact-based approach to identifying viable statewide contracts (SWCs)
- Detailed analysis of external market and internal purchasing data using metrics, collaboration, planning and research

External D	ata
------------	-----

- Current and future market conditions
- Industry trends, etc.
- Now easier to access with the internet and availability of publications, research)

Internal Data

- Purchase orders
- Accounts payable
- Difficult to collect:

"...Strategic sourcing plan is often hindered by the lack of detail and comprehensive data...Much of the historical data is still in paper form..."

(State & Local Government Procurement: A Practical Guide. 2008, Lexington: National Association of State Procurement Officials, 57.)



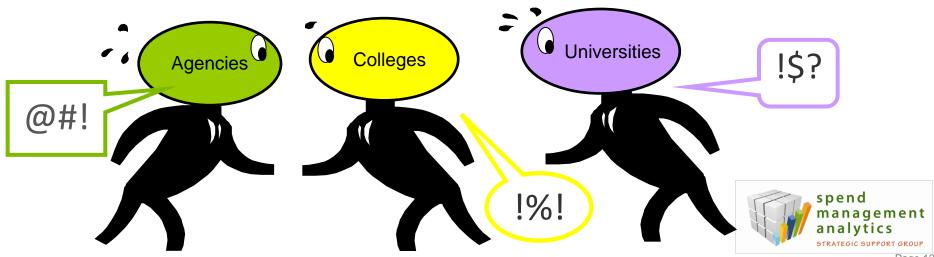
Real World Challenges to Spend Analytics

Overview of Spend Management

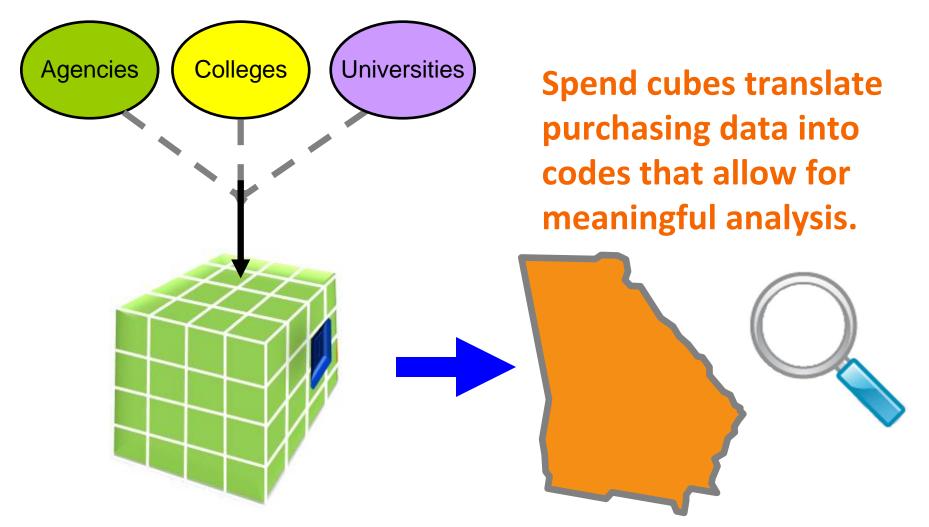


- Difficulty in Collecting and Making Sense of Statewide Internal Purchasing Data
 - Takes a lot of resources and time to collect data across Georgia's massive enterprise of 85 agencies and 35 academic institutions
 - Different accounting processes and systems used for data collection

Georgia's accounting systems don't speak to each other, so finding relationships between spend data is difficult.

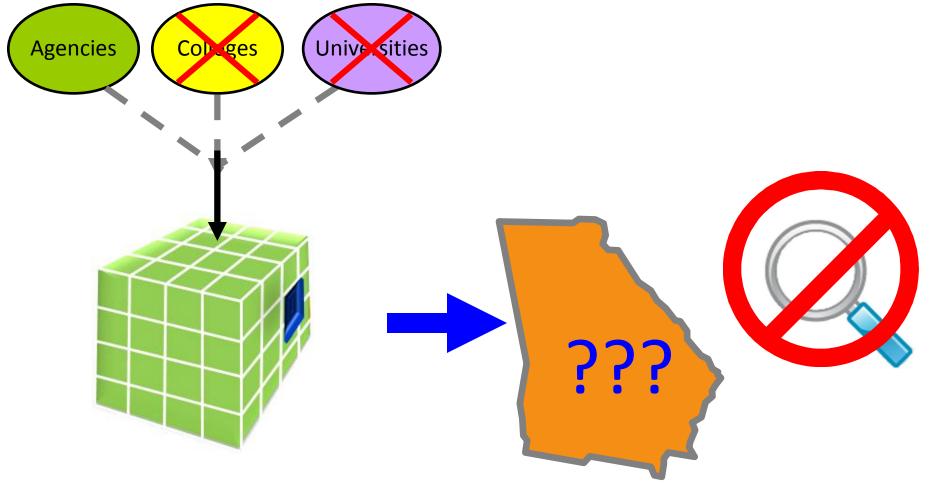


The Spend Management Project is a response to Georgia's "financial systems disconnect."



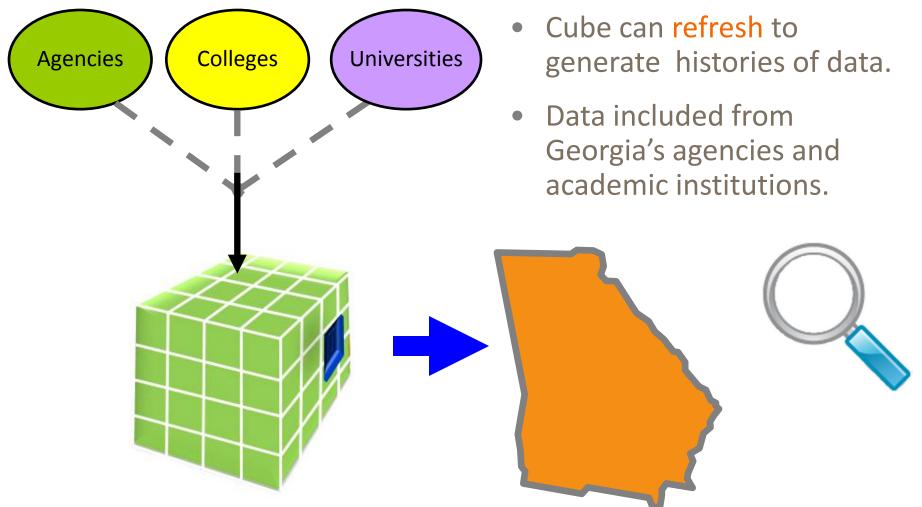
The first spend cube was technically limited and did not include data from all Georgia governmental entities.





Spend Management Analytics is Georgia's new and improved spend system.

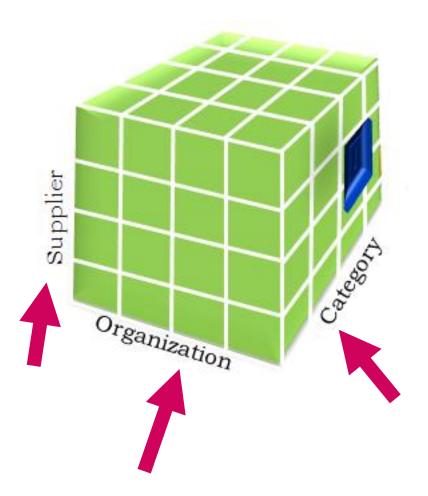




Why is the tool important?

Tool Overview





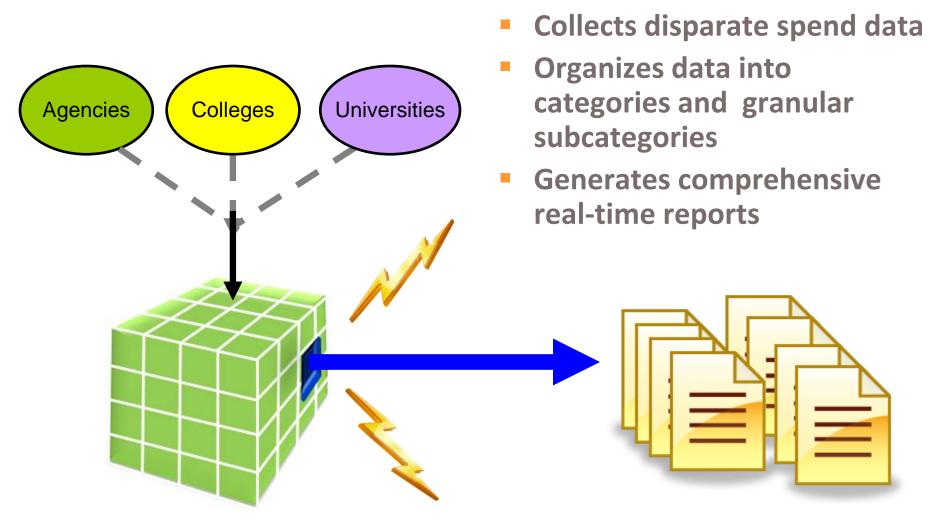
- Refresh capabilities allow the tool to be reused and data benchmarked
- Flexible precision to examine spend from multiple viewpoints to determine:
- What is being purchased?
- From whom?
- At what price?
- Robust technology system provides detailed analysis and a comprehensive scope of Georgia's spend



How does the tool do this?

Tool Overview





Project Partners

Spend Management Project Summary



STATE OF GEORGIA

- Governor's Commission for a New Georgia
- Government leadership involvement in Executive Steering Committee
- High level endorsement/engagement gives attention to Georgia's transformation
- PEW CHARITABLE TRUSTS "Pew Management Lab"
 - Part of Pew's efforts to find efficiencies in state government
 - Georgia selected to receive production grant and consultative support

MICROSOFT CORPORATION

- SPD received free applications training in 2009
- Tremendous interest in our project with burgeoning engagement
- Working with DOAS to create a technical white paper showcasing unique uses of Microsoft SharePoint and PerformancePoint programs

Goals

Spend Management Project Summary



- Build, populate DOAS SPD spend cube
- Collect, cleanse and maintain comprehensive spend data for all state agencies, universities and colleges
- •Utilize, support and maintain the Spend Management Analytics system
- Establish processes to enable spend refresh
- Promote strategic sourcing programs; assist with nationwide replication
- Outline system design and project results
- Work with strategic partners to market the project and benefits nationwide



Objectives

Spend Management Project Summary



In the one year allotted for the Pew Management Lab project, DOAS – SPD undertook an effort to:

- 1. Develop a robust spend management system
- Establish a process and schedule that would allow the system to collect disparate data efficiently
- 3. Develop a spend manual describing the processes for continuing spend management activities
- 4. Identify targets of opportunity for Strategic Sourcing Teams for future sourcing events
- 5. Maximize visibility into Georgia's spend and encourage the use of spend management towards overall better business management decisions



Project Deliverables

Spend Management Project Summary

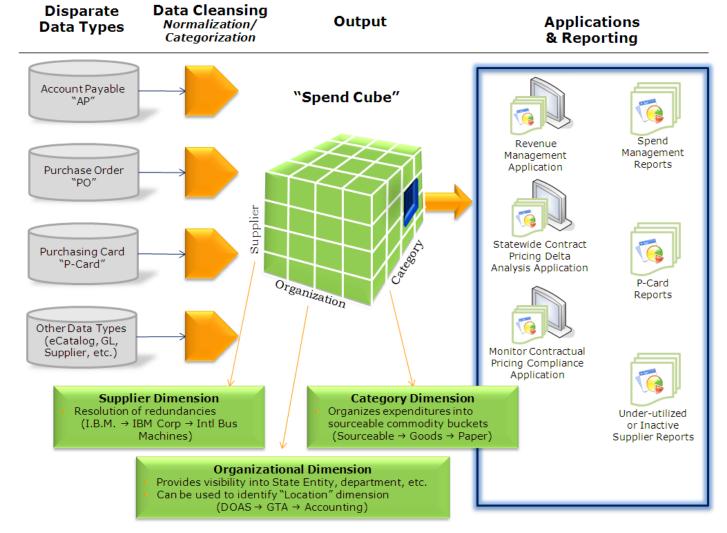


- Spend Cube Develop a dynamic spend tool using 2007 and 2008 AP, PO, and P-Card data from Georgia state entities
- 2. Analytical Reports PerformancePoint (drill-down) and Excel reporting from the Spend Management System
- 3. Streamlined Process for Administrative Fees/Rebates a Web-based program that tracks administrative fee reports
- 4. **Monitor Contractual Prices** Ability to monitor prices paid to vendor
- Identification of Rogue Spending Monitor spend not purchased off statewide contracts
- 6. **Expansion of statewide Purchasing Card (P-Card) Program** Identify spend that can be directed to the Georgia's Purchasing Card Program
- 7. Identification of Under-utilized or Inactive Vendors Ability to monitor vendors on Statewide Contracts with refreshable Spend Cube
- 8. Statewide Contract Pricing Delta Analysis Model Data Model that forecasts revenues and tracks actuals received for each statewide contract for State Purchasing
- 9. **Spend Management Manual –** Aids in project replication and long-term management

Project Deliverables

Spend Management Analytics





Project Deliverables

Spend Management Project Summary



The spend cube offers the ability to:

- Identify and prioritize key suppliers
- Increase spend visibility across the public sector with full spend disclosure
 - Identify potential contracts and/or to improve existing contracts
 - Discover ways to lower the purchase price while increasing quality
 - Measure overall procurement performance and assess potential process changes
- Increase contract compliance capabilities
 - Ensure price compliance exists
 - Monitor off-contract or "rogue" spending
 - Observe suppliers being underutilized or not being utilized
 - Recognize contracts that have not been marketed
- Identify spend that can be directed to the purchasing card program

Category Tree

Spend Management Project – Executive Steering Committee



A comprehensive taxonomy customized to the State's unique business structure...

Goods

- Packaging
- Law Enforcement Supplies
- Maintenance Repair Operations (MRO)
- Food
- Office Expense
- Medical
- Agricultural
- Goods

Services

- Commercial Services
- Professional Services
- Travel Services
- Human Resource & Workforce
- Logistics Services
- Benefits
- Marketing

IT

- Computer Hardware
- Computer Software
- Specialized Hardware
- Computer Services
- IT Telecom

Infrastructure

- Building Construction
- Fleet
- Fuels, Utilities, & Waste Management
- Construction Equipment
- Road Construction
- Maintenance & Operations Services

A clear and comprehensive tree is imperative to logical reporting and management.

Category Tree



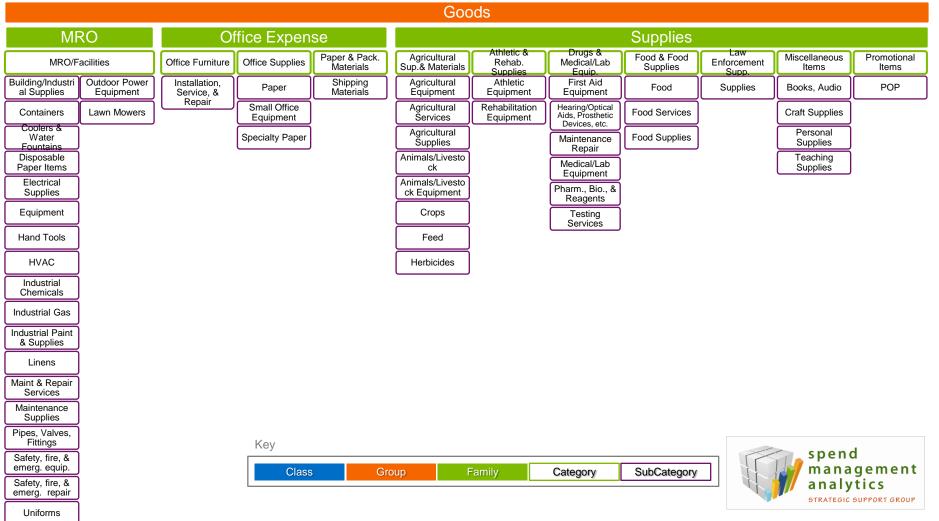
Department of Administrative Services, State Purchasing Division

Sourceable										
	Goods	s Infrastructure IT							Services	5
MRO	Office Expense	Supplies	Energy & Utilities	Fleet	Ops & Maint- enance	Hardware	Software & Services	Commercia I Services	Health & Social Services	Profession al Services
MRO/Facilities	Office Furniture	Agricultural Supplies & Materials	Fuels	Fleet Assets	Building Construction	Hardware Consulting	Computer Software	Laundry & Dry Cleaning Services	Human Services	Architectural Services
Outdoor Power Equipment	Office Supplies	Athletic & Rehabilitation Supplies	Utilities	Fleet Maintenance	Construction Materials	IT Hardware	IT Services	Miscellaneous Services	Miscellaneous Services	Communicatio ns & Media Related Services
	Paper & Packaging Materials	Drugs & Medical/Lab Equipment		Fleet Parts	Facilities & Ground Maintenance & Repair	Specialized Hardware	Software Consulting	Print Services		Consulting
		Food & Food Supplies		Heavy Equipment	Leases	Telecom Hardware	Telecom Services	Real Estate Property Rental or Lease		Educational
		Law Enforcement Supplies		Transportation Services	Road & Bridge Construction			Recreation, Travel & Amusement		Management
		Miscellaneous Items						Safety & Security		Miscellaneous
		Promotional Items	IZ							Professional
Class Group Family Category SubCategory									Travel Services	

Category Tree—Goods



Department of Administrative Services, State Purchasing Division



Category Tree — Infrastructure



Department of Administrative Services, State Purchasing Division

Energy & Utilities Fleet **Operations & Maintenance** Facilities & Road & Fleet Transportatio Building Construction Ground Heavy **Fuels** Fleet Parts Bridge Fleet Assets Leases Maintenance Equipment n Services Construction Materials Maintenance Construction & Repair Vehicle Building Charter/Bus/Va Heat Utilities Rail Parts Maintenance & Aircraft Parts Cranes Equipment Fencing Maintenance & Building Equipment n Service Repair Repair Watercraft Portable Liquid Propane Dozers & Logistics Floor Grounds Capital Marine Electricity **Trailers** Maintenance & Marine Modular Gas Loaders Services Coverings Maintenance Equipment Construction Building Repair Vehicles Transportation Petroleum (motorcycles, Industrial for **Janitorial** Repair Natural Gas Rail Parts Services Lumber Equipment (Gas & Diesel) auto, truck, Tractors NonCommuter Services Services bus) Waste Vehicle Parts Lifts & Hoists Watercraft Supplies Misc. Services Services Management Water/Water Watercraft Road & Pest Control Supplies **Parts** Highway Treatment Key Trucks/Chassis Class SubCategory Family Category /Dump

Infrastructure

Applications and Reporting – Spend Reports

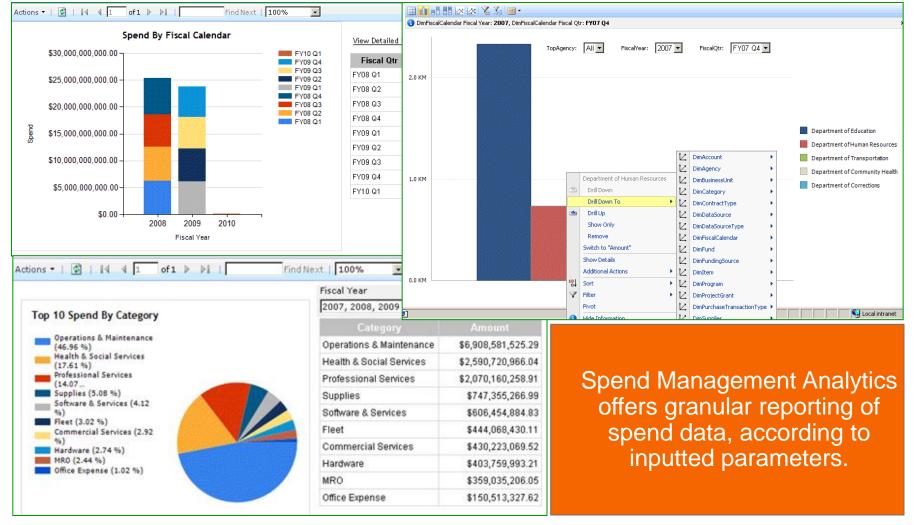




Management can access reports and do drill-downs into spend data using spend management applications.

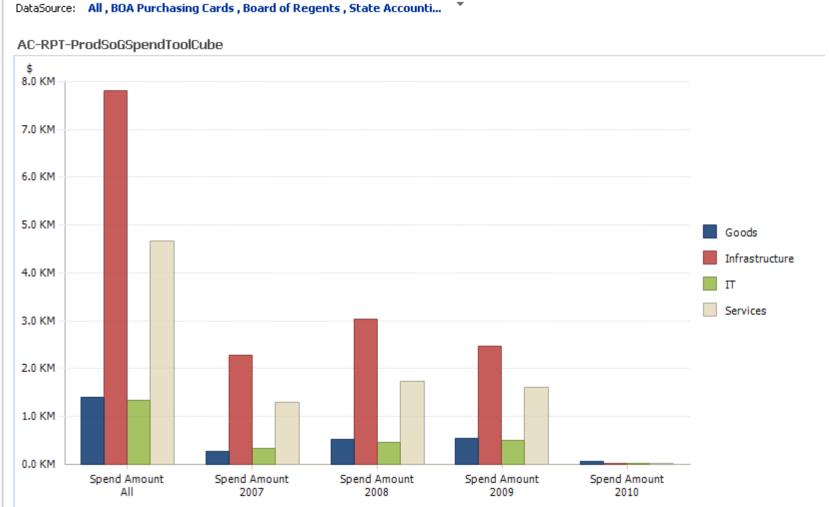
Applications and Reporting - Spend Reports





PerformancePoint Example





∃ SWC00627 ■ SWC50483-1



Applications and Reporting — Purchasing Cards (P-Card) Reports

Top 1	.0 P-Car	d Opportunities	FY 2007	FY 2008	FY 2009	Total 👨
3 SWC70768		tment of Administrative Services			\$114,576.36	\$114,576.3
		tment of Banking and Finance			\$16,155.00	\$16,155.0
		tment of Corrections		\$3,709,426.74	\$4,242,792.74	\$7,952,219.4
		tment of Economic Development		\$95,773.32	\$49,256.00	\$145,029.3
		tment of Education		\$4,783,441.29	\$7,194,631.16	\$11,978,072.4
		tment of Juvenile Justice		\$4,700,H41,E2	\$271,220,91	\$271,220.9
		tment of Public Safety		\$124,076.50	\$136,026.50	\$260,103.0
		tment of Revenue		\$4,125,402.18	\$5,539,223.33	\$9,664,625.5
				\$4,125,402.10		
		tment of Transportation		4400 450 50	\$541,398.50	\$541,398.
		ett Technical College		\$102,452.50	\$21,508.50	\$123,961.0
	∃ Judici			<u>View Detailed Report</u>		
	⊞ Secre	\$10,300,000.00	Spend Amount	Agenc	cy .	Spend
	⊞ State	\$3,950,000.00		Technical College System	of Georgia (name	\$10,326,251.48
∃ SWC70766-1		\$3,850,000.00		State Board of Pardons an	d Paroles	\$3,955,913.74
E SWCGTA0000	1-1	\$1,800,000.00 - \$1,700,000.00 -		West Central Technical Co	llege	\$1,837,282.29
∃ SWC70759-1		\$1,600,000.00 \$1,500,000.00		Valdosta Technical College	2	\$931,658.56
∃ SWC40219-3		\$1,400,000.00				
SWCGTA0013	7-4	\$1,300,000.00 \$1,200,000.00		West Georgia Technical Co	-	\$363,565.66
SWCGTA0011	EGTA00119-4 \$1,100,000.00 - \$1,000,000.00			State Board of Workers' C	ompensation	\$259,347.10
E SWC50483-2		\$900,000.00 - \$800,000.00 -		Swainsboro Technical Coll	ege	\$102,986.76
∃ SWC70764	\$700,000.00			State Personell Administra Georgia Merit System)	tion (Formerly	\$60,931.38
∃ SWC50241		\$400,000.00		State Accounting Office		\$57,704.78
E SWC20627-1		\$200,000.00		Southwest Georgia Techni	cal College	\$88.95
E SWCGTA0011 E SWC00627	9-14	College Boardof Central Technical Georgia Boardo	s' Technical Administr g Office Technical is College ation College			

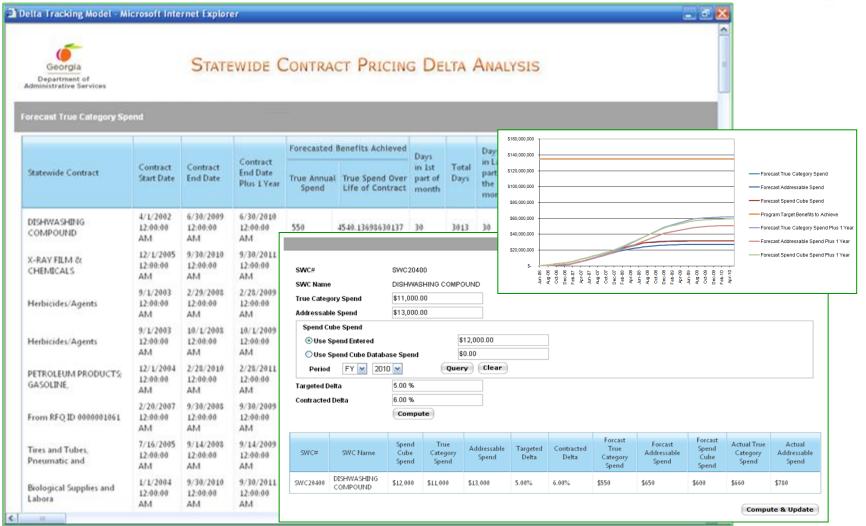


Applications and Reporting – Supplier Fees (Revenue Management Application)

Dep	Georgia partment of	SUPPL	IER FEES	APPLICATI	ON	HOME	REPORTS	MANAGE	SHOUT				[Mana	ge Sales \	Volume] [Man	age Prici	ng Mode
Admini	strative Services		_		_	-	Sta	te Purcha	ising Depa	rtment	Rebate	Fee (%)	Ot	her Fee (\$))	Total F	ee
Drag a co	olumn header a	nd drop it here to group by tha	t column										0.00		\$6,	000.00	
, ag a c	SWC#	Contract Name	Contract Status	Supplier Na	me Su	pplier tatus	Category	Buyer	View	Edit			0.00		\$6,	150.00	
~ :	SWC20369	Dentifrice (Toothpaste)	Approved	AMERCARE PRODUCTS	NC Activ	e		Beal, Rick					0.00		\$8,	250.00	
	Supplier	Contract Buyer	Admin/Rebate Fe	es Statistics									0.00		\$7,	200.00	
	ID:	0000019062	Name:	AMERCARE PRODUC	ств								0.00		\$7,	800.00	
	Tax ID:	911552820	Status													_	
	Address:	SEATTLE				4											
	Contact F	USA Person:			Supplier I	Logo						_	_		_	S	Refresh
	SWC20369-1 SWC20400	Dentifrice (Toothpaste) DISHWASHING COMPOUND	Approved Approved	AMERICAN AMENTIES IN	IC Activ		Goods	Beal, Rick Beal, Rick	all all	<i>L</i>	Late Fee Due	Delta Amount Due	Comments	Status	Attachment		
	FY 2 Q4	8/17/2009	7800.00	6000.00 8/	17/2009 12	34567	Che	ck	0		0.00	1800.00		Open		Z	Ď
	Mo	dify: FY 2009 Q4															
									Deposit		12345	567					
		Payment Mo	de: Chec	k 💌					Comm Status:	ents:	Open	· •					
								,	Attachi	ment:			Bro	wse			✓×
	FY 2	009	7244 44				-									,	m
	Q3	5/15/2009	7200.00	7200.00 5/	15/2009 54	3212	Che	rck.	0		0.00	0.00		Closed		1	m



Applications and Reporting — Statewide Contract Pricing Delta Analysis





Applications and Reporting — Contractual Price Compliance (Supplier Sales Reporting Application)





Applications and Reporting — How the tool can be used by agencies / universities? (continued)





Applications and Reporting — How the tool can be used by agencies / universities?

Detailed Report by Category

Category	Sub Category	Fiscal Year	Spend (\$)
☐ Hardware			-p (+)
	⊕ Peripherals		\$125,077,622.20
	☐ Desktops		\$67,496,948.79
		□ 2007	
			\$20,831,584.56
		□ 2008	
			\$27,515,144.87
		⊟ 2009	
			\$19,150,219.36
	⊞ Telecom Hardware		\$40,541,543.44
	⊞ A/V Equipment		\$39,519,623.20
	⊞ Copiers		\$33,280,407.74
	⊞ Specialized Hardware		\$22,543,172.38
	⊞ Laptops and Notebooks		\$20,963,981.90
	⊞ Printers		\$14,572,417.70
			\$9,956,714.37
	⊞ Miscellaneous Items		\$6,317,548.26
	⊞ IT Hardware		\$5,848,852.62
	⊞ Mail Equipment		\$5,659,619.67
	⊞ Computer Hardware Misc.		\$5,459,939.38
	⊞ Monitors		\$3,131,945.13
	⊞ Shredders		\$2,508,728.07
	⊞ Multifunctional Devices		\$880,928.36



Applications and Reporting — How the tool can be used by agencies / universities? (continued)

		Detailed	Report by Category	
Category	Sub-Category	Universities 💿	NIGP	Spend (\$)
Hardware				
	A/V Equipment			\$39,519,623.
				\$7,731,671.
		Abraham Baldwin Agricultural Col	Projectors (Not Otherwise Classified): Combination Filmstrip-Slide Projectors, Rear-Projection Slide Units, Rear-Projection Filmstrip Units, LCD Projectors	\$141.
		Albany State University	Audio Visual Equipment and Supplies (Not Otherwise Classified)	\$45,549.
		Albany Technical College	Audio Visual Equipment and Supplies (Not Otherwise Classified)	\$4,769.
		Altamaha Technical College	Microphones and Related Equipment (Not Wireless Systems): Chestsets, Earphones, Handsets, Headphones, etc.	\$1,814.
		Appalachian Technical College	Camera Accessories: Batteries, Exposure Meters (Light Meters), Flash Equipment and Bar Lights (See Class 285 for Lamps), Power Packs and Chargers, Tripods, etc.	\$65.
		Armstrong Atlantic State Universit	Camera Accessories: Batteries, Exposure Meters (Light Meters), Flash Equipment and Bar Lights (See Class 285 for Lamps), Power Packs and Chargers, Tripods, etc.	\$244.
		Athens Technical College	Audio/Video Equipment and Accessory Rental or Lease	\$265.
		Atlanta Metropolitan College	Satellite Receiver Dish (Video)	\$1,331.
		Atlanta Technical College	Cameras, Still, Specialized (Including Complete Systems for Medical and Dental Photography, Photomicrography, etc.)	\$0.
		Augusta State University	Audio Visual Equipment and Supplies (Not Otherwise Classified)	\$60,387
		Augusta Technical College	Audio Visual Equipment and Supplies (Not Otherwise Classified)	\$2,432
		Bainbridge College	Digital Video Disk (DVD) Television Combinations	\$3,854.



Applications and Reporting — How the tool can be used by agencies / universities? (continued)



Spend Manual



Should be used to:

- Develop a refreshable spend cube that collects and combines data from disparate data sources
- Employ spend data management strategies that are comprehensive, repeatable, and highly automated by aggregated dimensions
- Utilize Microsoft Office Performance Point Server 2007 that provides flexible, easy-to-use tools for building dashboards



Spend Manual

Includes:

- Comprehensive project details
- Tool Development
 - Database
 - MS PerformancePoint
 - MS SQL Business
 Intelligence Platform
- Validation Process
- Reporting



Spend Manual Contents



Tab	le of Contents	
1 II	NTRODUCTION	6
1.1	Purpose	6
1.2	SPEND MANAGEMENT AND STRATEGIC SOURCING	7
1.3	SPEND MANAGEMENT ANALYTICS: Usage and BENEFITS	7
1.4	4 Steps to Bulding a Refreshable Spend Cube	8
1.5	Step 1: Where to Bean the Process?	9
1.5.1	Identify Key Stakeholders and Develop Teams	10
1.5.2	Write the Project Charler	11
1.5.3	Conduct interviews	11
1.5.4	Identify Data Sources	12
1.5.5	Identify Data Types	12
1.5.6	Determine timelines, refresh schedules, and the data request template(s) with IT	13
1.5.7	Receive and Validate the Data Extracts	14
1.6	STEP 2: DEVELOP THE SPEND CUBE	15
1.6.1	Bringing Disparate Data Together	15
1.6.2	Normalize Suppliers by Name and Tax ID Number ("TIN")	17
1.6.3	Calegorize Transactions to Calegory Tree	19
1.7	STEP 3: VALIDATE DATAAGAIN	26
1.8	STEP 4: Derive Analytical Reports by a Multitude of Dimensions	27
2 S	PEND MANAGEMENT PLATFORM - MICROSOFT PERFORMANCEPOINT SERVICES	32
2.1	INTRODUCTION	32
2.2	INSTALLATION, INFRASTRUCTURE CONFIGURATION AND DEPLOYMENT TOPOLOGY	34
2.3	HAROWARE, SOFTWARE AND SYSTEM PREREQUISITES	38
2.4	System Architecture.	39
2.4.1	Spend Tool Architecture	39
2.4.2	Spend Management System Architecture	40
2.5	SPEND TOOL DATABASE	42
2.5.1	Schema information	42
2.5.2	Physical Design – Dimensional Model	44
2.5.3	Key Relationships and Dependencies	
2.5.4	Data Cleansing, Transformation and Loading Procedures	
2.5.5	Database Design Decisions and Business Rules	48

2.6	DATABASE INTERFACES AND DATA EXTRACTS	50
2.6.	1 Database Interfaces	50
2.6.	2 Data Transfer Requirements	50
2.6.	3 Data Formats and Templates	50
2.6	4 Troubleshooting	51
2.7	SPEND CUBE - ANALYSIS SERVICES	53
2.7.	1 Introduction	53
2.7.	2 MultiDimensional Model	53
2.7.	3 Dimension, Attributes and Hierarchies	55
2.7	4 Source Dimension Fact Data Mapping	55
2.7.	5 Dimension and Cube Processing	56
2.7.	6 Best Practices	57
2.8	Spend Reporting - Reporting Services	60
2.8.	1 Introduction	60
2.8.	2 Deployment Architecture	60
2.8.	3 Reports Development	61
2.9	SECURITY AND DATA ACCESS	62
2.9.	1 Introduction	62
2.9.	2 Implementing Security Controls: Portal and PerformancePoint	62
2.9.	3 Implementing Security Controls: Analysis Services	63
2.9.	4 Implementing Security Controls: Dimension Data	64
2.10	BACKUP AND RECOVERY	64
2.11	ARCHMNG	70
3	ACRONYMS, ABBREVIATIONS AND GLOSSARY	71
4	APPENDIX	73
4.1	SPEND MANAGEMENT ANALYTICS DATA DICTIONARY	73
4.2	Spend Cube Data Request Template	73
4.3	SPEND MANAGEMENT ANALYTICS CHARTER	73
4.4	CATEGORY TREE	73



4-Steps to Building a Refreshable Spend Cube

- 1) Beginning the Process
- 2)Developing the Spend Cube
- 3) Validation
- 4) Analytical Reporting

- Introduction to Project Management
- Identify key stakeholders and develop teams
- Write project charter
- Conduct interviews
- Identify data sources
- Identify data types
- Determine timelines, refresh schedule, and data request template
- Receive and validate

- Bring disparate data together
- Normalize and
- Categorize data
- Run summary reports on extract
- Validate data with IT and Finance
- Develop and run reports to make informed business decisions that align with strategic objectives



Implementation Can Lead To:

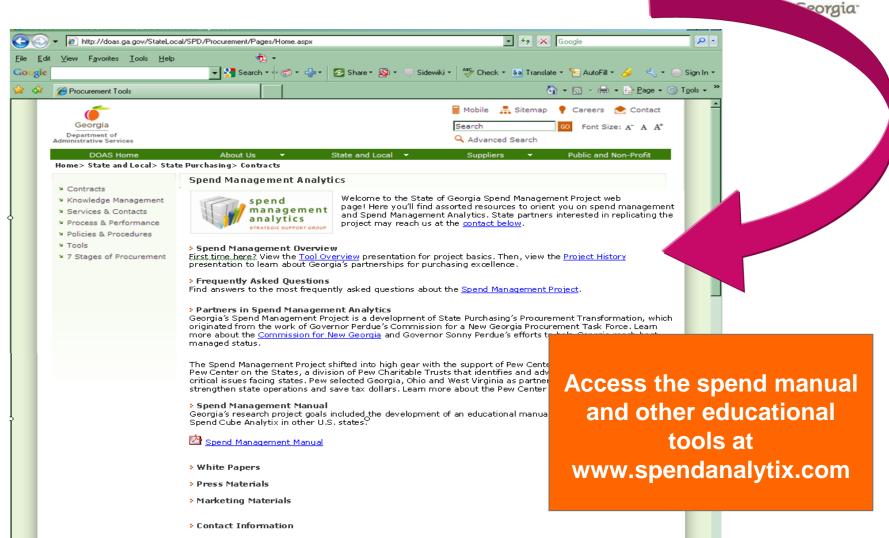


- Smarter business decisions
- Increase spend visibility
 - Identify opportunities for potential contracts
 - Lower the purchase price while increasing quality
 - Measure overall procurement performance
- Increase contract compliance
 - Ensuring Price Compliance
 - Monitoring "Rogue" Spend
 - Identifying Underutilized Suppliers
 - Correctly Marketing Contracts
- Directing Spend to P-Cards





Available May 2010: Spend Management Project Site



For more Information...



- If your government agency is interested in replicating the project contact:
 - Katherine Briody
 Strategic Support Manager
 404-656-1786
 Katherine.Briody@doas.ga.gov
- Read about Governor Perdue's plans overhaul of Georgia state government and the work of the Commission for a New Georgia at http://newgeorgia.org
- Learn more about the Pew Trust and the Pew Management Lab at www.pewcenteronthestates.org



Questions?



